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THE CRUFTER

The United States Army Recruiting Command



East
greets

West

May
91

Tragedy in
Oklahoma City
— page 8

Legacy of Flanders Fields

by Peggy Flanigan, HQ
USAREC A&PA

In the summer of 1915, when the armies of England and France were reeling from the powerful German blows in the second battle of Ypres, Canadian Colonel John McCrae lifted his head above the sides of his trench and looked across the rows of makeshift crosses that stretched endlessly across the battlefield. Struck by the sight of the little corn poppies growing over the graves of those who had fallen during the first fight, McCrae reached for a pad and began a simple, moving poem that later would be published anonymously.

*In Flanders fields the
poppies blow
Between the crosses,
row on row
That mark our place;
and in the sky
The larks, still bravely
singing fly
Scarce heard amid the
guns below.*

*We are the Dead.
Short days ago
We lived, felt dawn,
saw sunset glow,
Loved and were loved,
and now we lie
in Flanders fields.*

*Take up our quarrel
with the foe:
To you from failing
hands we throw
The torch; be yours to
hold it high.
If ye break faith with us
who die
We shall not sleep,
though poppies grow
In Flanders fields.*



In 1918, the wounded McCrae was carried on a stretcher to a hospital in France. It is said that, before he died, he whispered, "Tell them this, if ye break faith with us who die, we shall not sleep."

Across the Atlantic, the United States had become deeply involved in the war and McCrae's "In Flanders Fields" became a haunting reminder of America's losses. Inspired by the poem — with its evocative images of scarlet poppies growing wild on the graves of dead soldiers in French soil — Georgia schoolteacher and poet Moina Michael began the tradition of honoring American soldiers returning home from war by wearing and displaying bright red poppies. Later she added a verse to McCrae's famous poem.

*We cherish, too, the
poppy red
That grows on fields where
valor led.
It seems to signal to
the skies
That blood of heroes never
dies*

By 1921, the making of artificial poppies by disabled and hospitalized veterans became a project of the American Legion and the Veterans of Foreign Wars (VFW). Paper was provided by the service organizations and the workers received one cent for each flower produced. The job carried many of the destitute veterans through the depression.

England and France were also manufacturing and selling poppies to benefit their war dead. The paper used in the American poppies was much inferior to the fine silk used in the European version, and the American organizations soon discontinued the fragile tissue petals to make flowers from a stronger, silky fabric.

According to Jim Rowoldt, VFW National Director of Post Services and Buddy Poppy, even though interest in the little flower from the cornfields has declined slightly since World War II, almost 18 million poppies are distributed by his organization every year around Memorial Day and Veterans Day. "The poppies are assembled by veterans," Rowoldt said, "and all of the money donated for this program must be used to directly benefit hospitalized veterans or their widows and families. The money can also be used for a memorial to veterans, but it cannot be incorporated into other funds."

The legacy of the simple cup-shaped poppy — remembrance for those who died in battle — endures to benefit the living as well.



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MG Kenneth W. Simpson
Commanding General

S. Douglas Smith
Public Affairs Officer

Kathleen Welker
Editor

Pearl Ingram
Assistant Editor

Emilie L. Howe
Assistant Editor

Joyce Knight
Graphics Support

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FLARE

In this issue . . .

Features

East Greets West

— Japanese visitors continue Subject Matter Exchange

6

Tragedy in Oklahoma City

— USAREC toll: 8 dead

8

Nothing Succeeds Like Success 2000

— Four companies make Success 2000 box

11

Recruiting Is Rich in Asian-Pacific Heritage

— May is Asian-Pacific Month

12

USAREC in El Salvador

— Assisting with first ARC

14

Continuing Without BG "Rip"

— DCG-E moves to new assignment

19

From the Field Force

— First-ever Advisory Board meets

20

Departments

News Briefs

2

Pro Talk

4

The Way I See It

16

The Way I See It form/mailor

17

Field Files

21

Life Signs

24

The Test

25

Market Report

26

USAR News

28

Success 2000

29

Salutes

30

Recruiting Support Command Schedule

inside back cover

Answers to The Test

inside back cover



Cover photo by Greg Calidonna, Fort Knox TASC.

New phone numbers for Oklahoma City Battalion

■ The following numbers are operational for Oklahoma City Recruiting Battalion, now located at Tinker AFB.

The area code is (405).

| | |
|------------|----------------|
| Commander | 734-2800/2801 |
| XO | 734-2800/2801 |
| SGM | 734-2800/2801 |
| S-1 | 734-2802/2805 |
| S-3/Ops | 734-2824/25/26 |
| Supply | 734-2828/2829 |
| A&PA | 734-2813/2814 |
| Budget | 734-2809 |
| Ed Spec | 734-2810 |
| Family Spt | 734-2811 |
| RT | 734-2812 |
| Fax | 734-2833 |

Addressing the future

■ The Deputy Chief of Staff for Personnel (DCS PER) will host a conference, entitled Army 2010 Conference: Future Soldiers and the Quality Imperative, to address the requirements and challenges of providing soldiers capable of operating in a Force XXI environment. The conference will be held May 31 through June 2 at Cantigny, Wheaton, Ill., and will bring together leaders from academia, the military, and business.

With a focus on the year 2010, the conference will bring together ideas and points of view from the civilian and military worlds, uncovering issues that would

not normally be considered. The issues that will be proposed during the conference, and then addressed and solved by a plan of action, will help ensure the continued quality of the American soldier.

Conferees will examine the kind of student our public education system is producing, determine future Army personnel requirements, and reconcile the differences between "supply and demand." Acknowledged experts will present papers that will serve as departure points for developing issues that need to be addressed by the Army.

USAREC is the DCS PER's executive agent for planning, coordinating, and executing this conference. The Army Training and Doctrine Com-

mand (TRADOC) will co-sponsor the conference, providing guidance on the direction and scope. TRADOC will also be the principal contributor for soldier demand issues, setting the stage for Force XXI issues.

Memorial Day is May 29



The 21st Century Organization

■ A recent article in the Winter 1995, *Armed Forces Controller* magazine, stated that the modern organization of tomorrow has eight basic characteristics. It may be interesting to compare where the "expert management thinkers of the day" believe where an organization should be, with where the Recruiting Command is today. The first fundamental of that report and where we stand as a command is "Clear Mission/Vision."

FUTURE ORGANIZATION USAREC

- Command Mission: Recruit with integrity the highest quality individuals to meet the skill levels and structure compatible with missions of the regular Army and the Army Reserve.
 - Employees of higher headquarters understand it, relate to it, believe in it.
 - Recruit for the special needs of the Army: OCS; Warrant Officers for Flight and Technical; Special Forces, and USMA Preparatory School.
- Command Vision: USAREC Leads Empowered Recruiters to Recruit Quality Men and Women with Integrity for America's Army.

The second characteristic of the 21st Century Organization is "Intense Focus on the Customer."

(to be continued in the next *Recruiter Journal* issue)

Magazine seeks photos

■ If you can "point and shoot" a camera, you can help *Soldiers* magazine celebrate the Army's 220th birthday.

Photographers of all types — amateur and professional, military and civilian — are needed to record what's happening on your Army installation, June 12-18. These pictures will support "This is Our Army," a photo feature to appear in the December 1995 issue of *Soldiers*.

The magazine needs photos that tell a story and capture the faces of soldiers, families and Army civilians. Shoot what is unique to your installation, something you may see every day, but which others may never get the chance to see.

The *Soldiers* staff is looking for imagination and creativity; posed shots will be screened out. The staff is looking for the best photos from the field, for a worldwide representation of what makes the Army what it is.

Here are some basic rules to keep in mind —

- Photos must be shot during the period of June 12-18.
- Submit processed color slides, or 5"x7" or 8"x10" black-and-white prints.
- Photos should be printed for magazine quality. Newspaper photojournalists often print photos lighter and with less contrast.
- Include the full name, rank and service, as applicable, of the photographer; names of

identifiable people in the photo; details on what's happening in the photo; and the location of the photo. Cutlines must be attached individually to the photo or slide. Submissions will not be used without complete photo credits and cutlines.

- Photos must be processed and received by *Soldiers* by Aug. 31. Photos and accompanying information will not be returned.

Send your photos to: *Soldiers*, 9325 Gunston Rd., Suite S108, Fort Belvoir, Va., 22060-5548. If you have questions, call SFC Larry Lane or SFC Doug Ide at (703) 806-4504 or DSN 656-4504.

Army News Service

Expedited naturalization

■ Expedited naturalization has been authorized for aliens and non-citizens who served on active duty in the U.S. Army during the Persian Gulf conflict

On Nov. 22, 1994, the president of the United States issued an executive order, under 8 USC 1440, to provide expedited naturalization for aliens and non-citizen nationals who served honorably in an active duty status in the US Army during the period of the Persian Gulf conflict.

Therefore, aliens or non-citizens nationals who served during the period of 2 Aug 90 to 11 Apr 91 are eligible for naturalization in accordance with the statutory exception to the naturalization requirements as provided in 8 USC 1440.

Soldiers who desire to exercise their right to expedite their naturalization under the new executive order should contact the US Immigration and Naturalization Service at 1-800-755-0777 (toll free number) for details regarding their particular situation.

The Department of the Army's point of contact is located in the U.S. Total Army Personnel Command, the Adjutant General Directorate, Personnel Services Support Division. If you need assistance, please contact Ms. Patricia Castle at DSN 221-4529 or commercial (703) 325-4529.

Story ideas?

If you want to see a story in the *RJ*, call (502) 624-8948.

RPI survey

■ Recruiters will soon receive the 1995 RPI Survey, which is intended to give A&PA the information it needs to improve the current RPI inventory.

The RPI survey includes questions about the most RA and USAR RPIs. The feedback you give will determine the future of the RPIs in the current inventory. The results of the RPI survey will appear in the July issue of *Recruiter Journal*. The RPI surveys will be mailed, one per recruiter, to each recruiting station. Station commanders are asked to administer the surveys and return them in the pre-addressed envelope provided.

For questions about the survey, contact CPT Guy Saults at 800-228-3735, ext. 4-8749.

Hit the ground running



by LTC Gary L. Williams, Director,
Training and Plans, HQ USAREC

Assuming a leadership position, say command of a recruiting station, is a special supervisory challenge. All the elements of *be*, *know*, and *do* are relevant to the new key leadership position.

Direct your initial efforts to the following:

- Determine what exactly is expected of your station
- Determine what your CLT expects of you
- Determine the level of competence plus strengths and weaknesses of your subordinates
- Identify the key people outside your unit whose support you will need to accomplish your mission

Don't fall into the trap of believing that one certain technique always works, like observing for a week or two then making changes, or going into a unit "like a lion" then becoming a "lamb." Such cookie-cutter approaches will cause you to miss the pay-off of using the leadership style (directing,

participating or delegating) which is appropriate for your situation.

The best strategy in one situation can be exactly the wrong strategy in another. For example, you would use a different leadership style when taking over a well-trained and proficient station than when replacing someone who was relieved for inefficiency or for an inability to discipline and train.

As the leader, you must always establish and enforce standards and provide purpose, direction and motivation for your soldiers. When assuming a leadership position, you will assess the readiness of the unit to perform its mission, then develop a strategy to provide what the organization needs.

Use the style experience tells you is appropriate

You should use the style experience tells you is most appropriate after you have assessed the unit's level of competence, motivation and commitment to accomplish the mission. In fact, you may use all three styles with different subordinates or in different situations. Your style will also need to change when new missions are received, new soldiers and leaders are assigned, or soldier competence, motivation or commitment changes.

Sharing your leaders philosophy with your subordinates will make your transition more efficient. Your subordinates will appreciate the chance to see how you intend to lead and welcome the chance to ask questions. What you say in the first few days about how you intend to operate will give subordinates an idea of how best to respond.

Remember, actions speak louder than words, thus, if what you do differs from what you told subordinates to expect you may be off to a rocky start.

Remember, actions speak louder than words, thus, if what you do differs from what you told subordinates to expect, you may be off to a rocky start.

Don't be shy about asking for help. You're not expected to know how to do all leader tasks right away. Seek ideas from your chain of command, peers and outside supporters. Ask specific questions about how to make a plan, or direct action, or set and enforce standards. Not only should these people be able to answer your questions, most will be able to show you what they mean.

Leaders influence others to accomplish the mission by providing purpose, direction and motivation. Working through others toward common goals is a challenging and rewarding experience for competent, confident leaders, just the sort of soldiers assigned to USAREC.

(Source: App C, FM 22-100, Leadership)



Assuming a Leadership Position

When you assume a leadership position, talk to your boss, your peers and other key people such as the Master/Senior Trainer and Senior Guidance Counselor.

Seek clear answers to questions like:

- In addition to the production mission, what other tasks am I expected to perform?
- What specific training, maintenance, administrative, and other functions am I responsible for?
- What are the standards this unit must meet?
- What resources are available to help us accomplish these tasks?
- What is the current state of morale?
- What are the strengths and weaknesses of my key subordinate(s) and of the unit?
- Who are the key people I can count on for outside support? What are their strengths and weaknesses?

Be sure you ask these questions at the right time, of the right person and in the right way. Answers to these questions, and others that may flow from them, should give you the information you need to correctly assess the situation and select an effective leadership strategy.

You must also remain flexible enough to adapt your style as you continually assess the competence, motivation and commitment of your subordinates and of the unit.

East greets'

by Kathleen Welker, *RJ* editor

“Konnichiwa, ogenki desu ka!”

“Hello, how nice to meet you!”

With these words of greeting, three members of the Japanese Ground Self-Defense Force (GSDF) were welcomed to the United States Army Recruiting Command. COL Yukihiko Yamagishi, LTC Shigeru Obara, and LTC Mamoru Fujisaki belong to the Personnel Department of the Japanese Ground Staff Office and visited USAREC headquarters to continue their education in recruiting America's Army.

The three Japanese officers had been involved in the first American-Japanese subject matter exchange last year in Tokyo (see the July 1994

skills and to study our advertising methods, particularly in developing good relations between the Army and local communities and schools.

A staff briefing included use of the Youth Attitude Tracking Study to describe propensity, how USAREC receives and controls the mission (including special missions), distribution of recruiters using market analysis, advertising and recruiter support, as well as USAREC strategic goals and critical processes. Our visitors were particularly interested in how we work our numbers, that is, how the variety of surveys and studies supports everything we do.

COL Yamagishi explained that propensity is a problem, particularly since Japan has a much smaller pool to draw from than we do. What Japanese GSDF recruiters try to sell is training, money, and service to country. In Japan, soldiers serve an initial tour of two years. Japanese soldiers receive

Recruiter Journal), and came to USAREC this year to gain further insight into our personnel management system, how we manage accessions, and where recruiting success begins. They also wanted to learn how to enhance their recruiters'

a bonus of approximately \$6,000 for enlisting, and an approximate \$9,000 bonus for signing for a second tour.

CPT Ward W. Wood, Secretary to the General Staff, planned the agenda and served as escort

West

officer to the Japanese delegation. He tried to mix some American culture into this business trip and designed the agenda to describe to COL Yamagishi our accession process from beginning to end.

After the headquarters briefings, the Japanese officers also went to the Louisville MEPS, where COL Yamagishi was processed mentally, morally, and physically as if he were an applicant. At the Pentagon, COL Richard Durden, chief of the Enlisted Accession Division of the Directorate of Military Personnel Management, hosted a working lunch, which focused on our accession policies and manpower. Later, during an office call with MG Thomas F. Sikora, director of DMPM, the personnel management system Army-wide was discussed.

From the Pentagon, the Japanese officers went to New York City, where they were given both a battalion briefing and walked through the application process on an interactive JOIN system at the



Mr. Bill Green explains USAREC advertising products to COL Yamagishi. (Photo by Greg Calidonna)

ing services they provide. Mr. Bill Green and Mr. Jim Siegel discussed the agency's work in support of USAREC's mission, as well as how to target special missions and certain segments of our demo-graphics.

In Japan, the recruiters are officers; our visitors expressed admiration for the competence, professionalism, and level of responsibility displayed by USAREC's noncommissioned officers, especially at the station commander level.

Below: 19th-century Japanese ceremonial knife with ivory hilt and scabbard, from the collection of MAJ Steve Lambert. (Photo by Greg Calidonna)

Brooklyn-Times Plaza Recruiting Station. New York City has approximately the same market share aspects as Tokyo.

Also in New York, the Army's contract advertising agency presented an overview of the advertis-

This kind of compliment is nothing new to USAREC. As we have seen and continue to experience, other countries around the globe have recognized our recruiters as the experts, and they will continue to look to us as world class mentors. ☀

Tragedy in Oklahoma City

(US Army photo by SPC Janis Levonitis, PAO, Fort Sill, Okla.)

The US Army Recruiting Command has suffered a tragedy of very human proportions. At the time of this writing, USAREC has finished counting casualties resulting from the Apr. 19 bombing of the Alfred P. Murrah Federal Building in Oklahoma City, Okla. Both the battalion (located on the fourth floor) and the company (located on the third floor) were involved.

The confirmed dead were all battalion personnel: SFC Lola R. Bolden from Supply; MSG Victoria L. Sohn, Ms. Wanda L. Watkins, and Mrs. Dolores M. Stratton from Operations; Mr. John C. Moss III and Mrs. Karen Carr from Advertising and Pub-



lic Affairs; and Mrs. Peggy L. Holland, who had just transferred from A&PA to the IMO position. Also deceased is the dependent daughter of SGT William and Chrissie Titsworth. Titsworth was in the building that day to in-process; Kayla was two years old.

Sohn was posthumously promoted to master sergeant; the award was read out at her funeral on Apr. 29.

There were numerous cases involving USAREC personnel, but they have been treated

A letter to the editor

and released from local hospitals.

The commanding general, MG Kenneth W. Simpson, flew immediately to Oklahoma City from San Francisco where he was scheduled to participate in the 5th Brigade BAARC. Simpson was joined by headquarters staff members COL John C. Myers and Chaplain (LTC) Carlton Harper, 5th Brigade personnel, and other USAREC personnel to assess what needs USAREC could meet in the short term.

The battalion commander, LTC Regis Carr, has reconstituted his staff and is assisting survivors and their families, and the families of those killed in the explosion. Temporary office space has been provided by the commander of nearby Tinker Air Force Base, and was occupied by the Oklahoma City Recruiting Battalion on Apr. 24. An emergency shipment of equipment and supplies was sent to resupply the battalion headquarters, and temporary personnel have been deployed.

Approximately 40 USAREC military and civilian employees, and their family members were affected by the explosion. Counseling and assistance is being provided by numerous local, state, and federal agencies and organizations, as well as US Army Recruiting Command resources and personnel. ☐



Army Chief of Staff, GEN Gordon R. Sullivan (center), visited the area on Apr. 23 to offer his sympathy to battalion personnel and families, as did MG Kenneth W. Simpson and DCG-West, BG Patricia P. Hickerson. (Photo by Cheryl Avigne, 5th Brigade)

The terrible news from Oklahoma City prompted response from all over the country. Below, Mr. Tom Evans, long-time A&PA deputy, now retired, sent this commentary to the Chicago Sun-Times:

Apr. 22, 1995

When I worked at Army Recruiting Command Headquarters I often contacted people in our field commands for feedback on the workability of ideas being hatched in the "head shed." Because there were more than 50 of these small offices it was never possible to check with everyone, but with experience one learns about the best brains to pick.

I first called John Moss because he was known to be a hard working pro. Politicians and media pundits encourage us to resent paying for the services we get from the government, but John gave the taxpayer his money's worth. He became a regular contact because he was thoughtful, good humored and expert. His facts were reliable, his opinions easily defended. We met not often, and I couldn't say he was a close personal friend. But he was someone I liked and respected.

I don't work in that job anymore, and have no need to call him. But even if I did, his telephone on the fourth floor of the Federal Building in Oklahoma City wouldn't ring.

John Moss is listed among the missing.

*Sincerely,
Thomas W. Evans*

Organizations Participating in Relief Efforts

Anyone who would like to make a charitable contribution in support of relief efforts in connection with the Oklahoma City bombing may contact any of the relief organizations approved by the Combined Federal Campaign.

Some of the organizations participating in relief efforts are:

American Red Cross
P.O. Box 37243
Washington, DC 20013
1-800-HELP-NOW

Army Emergency Relief
200 Stovall Street
Alexandria, Virginia 22332
(703) 325-0307

Children Charities of America
1111 Oak Street
San Francisco, CA 94117
1-800-374-1578

America's Charities
12701 Fair Lakes Circle, Suite 370
Fairfax, VA 22033
1-800-458-9505

Christian Service Organizations of America
1111 Oak Street
San Francisco, CA 94117
1-800-626-6349

Federal Employee Education and Assistance Fund
8441 W. Bowles Avenue, Suite 200
Littleton, CO 80123

Independent Charities of America
1111 Oak Street
San Francisco, CA 94117
1-800-477-0733

National Black United Federation of Charities, Inc.
1313 N. Capital Street, N.E., Suite 102
Washington, DC 20002
(202) 797-0407

National Voluntary Health Agencies
1660 L Street, N.W., Suite 601
Washington, DC 20036
1-800-654-0845

United Way of America
701 North Fairfax Street
Alexandria, VA 22314
(703) 836-7100

Oklahoma Combined Federal Campaign
Contact Central Oklahoma Combined
Federal Campaign
c/o Metro Oklahoma City United Way
P.O. Box 837
Oklahoma City, OK 73101-0837
ATTN: Chris Marshall
(405) 236-8441

The U.S. Army 5th Recruiting Brigade has established the Oklahoma City Army Disaster Fund to which individuals can make contributions. Contributions can be sent to:

Oklahoma City Army Disaster Fund
c/o U.S. Army 5th Recruiting Brigade
P.O. Box 8277, Wainwright Station
San Antonio, Texas 78208

Nothing succeeds like Success 2000

—Four companies make an S2K box

by Ted Jones, Jacksonville Bn A&PA

Jacksonville (Fla.)

Recruiting Company made USAREC history on Friday, Mar. 25, 1995. The "Jax-Hammer Company" had become the first company in the US Army Recruiting Command to achieve the enviable goal of mission success in each of its six recruiting stations.

"Total dedication and commitment to Success 2000 enabled the recruiters of Jacksonville Company to achieve this milestone," said CPT Eric Piatt, company commander. "After boxing five of six stations in RSM February, the company was determined to make history."

The Jacksonville Battalion, known as the Hammer of the South, wasn't through yet. On Monday, Mar. 27, the "Sharks" of Savannah (Ga.) Company had their sights set on the same goal. When the smoke cleared, this recruiting company had become the second ever USAREC team to achieve a "grand slam."

"I was extremely pleased with the diligence of the Savannah Company recruiters," said company commander, CPT Andrew Wilfong. "Success 2000 is a challenge, but with an understanding of the importance of even-flow, Success 2000 can be achieved every month."

Among the laudatory calls received were the congratulations of commanding general, MG Kenneth W. Simpson, and the deputy commanding general-east, BG Rip Roper. MG Simpson commented that the Jacksonville Battalion had validated Success 2000.

The Jacksonville Company is made up of the Neptune Beach station, commanded by SFC Lloyd Rogers; the Jacksonville South station, commanded by SFC Herman Johnson; the Jacksonville West station, commanded by SFC Ervin Kohn; Jacksonville North, led by SSG Sandra Jesse; the Orange Park station, commanded by SFC Enrique Barreto; and the Gainesville station, commanded by SFC Santos Emmanuelli.

The team in the Savannah Company is comprised of the Beaufort station, commanded by SFC Robert Jackson; the Brunswick station, led by SSG David Hust; the Statesboro station, commanded by SFC Robert Morris; the Hinesville station, commanded by SFC Maxie Coney; the Savannah station, commanded by SFC Anthony Goble; and the Waycross station, led by SSG James Gill.

Piatt commended the strength behind his soldiers. "In addition to the outstanding performances of both our RA and USAR recruiters, I also extend my thanks to all the spouses and family members for the moral support they provided."

With the passing of this milestone, new challenges loom ahead. Since the introduction of Success 2000 concepts, the Hammer of the South has been fully committed to making it work, and that shows. During RSM March, the Jacksonville Battalion had 20 of its 24 recruiting stations achieve success. 

Validating Success 2000

The two other companies to make "Success 2000 box" during RSM March were San Antonio (Texas) East Company and Las Vegas (Nev.) Company.

The team in San Antonio East Company is commanded by CPT Edward L. Fair and is comprised of four recruiting stations. San Antonio Downtown RS, commanded by SFC Ronald Wickery; San Antonio Northeast RS, commanded by SFC Walter Carnes; Perrin Oaks RS, commanded by SFC David Secrest; and McCreless RS, commanded by SFC Andrea Leon-Guerrera.

Las Vegas Company is commanded by CPT Rocky Kmiecik, and has six recruiting stations: Bullhead City RS, commanded by SFC Patrick Rohrberg; Henderson RS, commanded by SFC Todd Hodgins; Lake Havasu City RS, led by SSG Lyle Anderson; Las Vegas East RS, commanded by SFC Johnny Ramirez; Las Vegas North RS, commanded by SFC Kevin Pierce; and Las Vegas West RS, commanded by SFC Robert Canning.



Recruiting is rich in Asian-Pacific heritage

SGT Ryan F. Crisostomo, of Alea, Hawaii, stands in the Honolulu Company Hall of Fame. He is one of the company's successful new recruiters. Crisostomo was born in the Philippines.

*Story and photos by Ray Graham,
Honolulu Company, A&PA*

With just 48 assigned personnel to recruit across 64 million square miles of over 2,000 islands and a million and a half people, the Honolulu Recruiting Company definitely needs a recruiting edge. That edge is its abundance of outstanding recruiters with an Asian-Pacific heritage.

Hawaii, the racial melting pot of the Pacific, has over 57 different ethnic groups (according to the 1990 census) living in the islands, 19 of which are from the Asia-Pacific area. The state of Hawaii has a governor who is Filipino, a senator of Japanese ancestry, another senator of Hawaiian ancestry and a representative whose progenitors hail from Japan. People of Asian-Pacific lineage make up 62.4 percent of the population of Hawaii. They include Chinese, Japanese, Asian Indian, Korean, Vietnamese, Cambodian, Laotian, Thai, Hawaiian, Samoan, Tongan, Guamanian, and Meleanesian. Caucasians make up less than one third of the population, blacks a little over 2 percent, and the remainder less than 2 percent.

In line with this population potpourri, the Army Recruiting Command maintains racial diversity

among its Army and Army Reserve Recruiters in the Pacific. Of the 48 people assigned, 18 are of Asian-Pacific heritage. The Honolulu Company serves the Pacific Rim with stations in Hawaii, American Samoa, Guam and Japan. This super company also recruits in the Federated States of Micronesia, the Marshall Islands and in Korea (for dependents of military personnel assigned there.)

The advantages of having this recruiter racial mix amidst the racially diverse Pacific community are many, according to MAJ Victor Aguilar, commander of the Honolulu based recruiting company, who is Hispanic-Taiwanese. "The success we've attained is in part attributable to having the right people in the right locations," he explains.

At the Fort DeRussy Station on the island of Oahu, having Phillipines-born regular Army recruiter, SFC Rizalde S. Baylon around is a great asset when it comes to convincing young Filipino men and women of Hawaii and their parents that joining the Army or Army Reserve is a good move, according to MAJ Aguilar. "Families of the large Asian population are close knit, with sometimes two and three generations living under one roof.



and they know us," explains Nuusa. "They know that if it's at all possible, we'll put them in the United States Army," he says. Vaouli is in line to become the High Chief in his village which will make him even more influential with parents in the community.

SFC Wilson Edwards, commander of the Wahiawa recruiting station, (Hawaii) also born in Pago Pago, has many family members in Hawaii. "They help me network to put Samoan-American people of Hawaii in the Army," explains Edwards.

SFC Wilson Edwards, born in the village of Utulei (Pago Pago), American Samoa, points to his tiny Island in the South Pacific. Edwards is the station commander of the Wahiawa RS. His large family helps him network among the Samoan Americans in Hawaii.

Some of Honolulu Company's recruiters are of second and third generation Asian ancestry; recruiters like Kaneohe Army recruiter, SSG Kalealoha Chong (Chinese-American); Maui station commander, SFC Edward Takushi (Japanese-American); Maui Army Reserve recruiter SFC Fidel L. Balag Jr. (Filipino-American); and Honolulu Company operations NCO, SFC Harold Chun (Chinese-American). These soldiers speak

So, when a young man or woman wants to join the Army, parental consent plays a big role," Aguilar explains. "Our recruiters, with ethnically similar backgrounds, possess insight into possible objections parents might have to their son or daughter joining the Army. They are able to anticipate these and prepare themselves to counter them. They can also explain to prospects in the local vernacular what to expect at basic and advanced training and how others from the Pacific Rim have fared as soldiers in the United States Army. Sergeant Ryan Crisostomo, born in the Philippines, has experienced this success recruiting out of Oahu's Kaneohe Recruiting Station," Aguilar says. "By virtue of their being native to the small mid-Pacific island of Guam, recruiters SFC Juan T. Blas and SFC Martha Duenas are able to win parental trust and convince parents of the soundness of their son or daughter's decision to join the Army," says Aguilar.

American Samoa-born SSG Matiamoa Pisia, Army recruiter at the Pearlridge station, says it's productive to converse with prospects in the Samoan language. "Even though most of them speak English, my being Samoan and speaking the language helps me build trust and rapport and enables me to easier explain Army and Army Reserve programs in terms Samoan applicants understand," she explains.

In American Samoa SFC Vaiinupo S. Nuusa is the Commander, US Army Recruiting Station, Pago Pago. He was born in Western Samoa and raised in American Samoa. San Vaouli the civilian USAR recruiter at the Samoa station is also of Samoan descent. "We know everyone on the island,

mostly English, but they feel right at home recruiting in the Asia-Pacific arena.

Honolulu Recruiting Company definitely has an edge with its ethnic diversity. That edge is one reason why this company enjoys the reputation of being one of the top producers in the Recruiting Command. ☐



Army Reserve recruiter, Sam Vaouli (left) and station commander, SFC Vaiinupo S. Nuusa are the Honolulu Company's recruiting team in American Samoa.

USAREC in El Salvador

by Kathleen Welker, *RJ* editor

What is it that USAREC does so well that other countries want to learn from us? Obviously the answer lies in our motto, "Provide the strength." We recruit an all-volunteer, high quality force that serves the needs of our nation. Other countries around the world want that kind of force to serve their national interests and have been calling on USAREC for instruction.

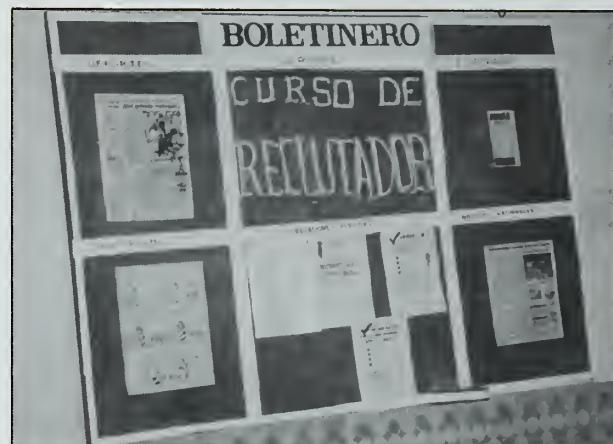
Recently, members of the United States Army recruiting Command entered a joint venture with the government of El Salvador to organize and teach the first Army Recruiting Course to selected members of the El Salvadoran army. USAREC's team included MAJ Sergio Mercado, executive officer of the San Antonio Recruiting Battalion, MSG Maria Martinez, then senior guidance counselor of the Tampa Recruiting Battalion (now first sergeant at St. Petersburg Company), and SGM Bernardo Sanfeliz, Reserve Affairs Directorate, HQ USAREC.

According to Sanfeliz, the team first spent three weeks translating and presenting programs of instruction from our Army Recruiting Course. The team taught the first few days of the course in a "train the trainer" effort, then turned the course over to the El Salvadorans. Every afternoon after class, the USAREC team went over the next day's materials with the El Salvadoran instructors.

"They were great!" said Sanfeliz. "I have rarely



The first El Salvadoran army recruiting class stands in formation before COL Alfonso A. Ayala Dímas. (Courtesy photos)



Bulletin board for the first Recruiter Course.

seen troops so motivated. The people were wonderful students, so willing to learn. We learned a lot from them too, especially about motivation, what you can do with very little if you want something enough."

El Salvador has long been a democracy, but you will recall it chiefly from news reports of the civil unrest that began in 1979 and ended with a cease fire in February 1992. Since then, the revolutionary party has become a political party. Some naysayers expressed the belief that El Salvador had insurmountable problems, that the people were never going to change. Sanfeliz disputes that.

"They are changing. The fact that they asked for our help is evidence of that."

In the summer of 1994, COL Alfonso A. Ayala Dímas spent some time touring US Army recruiting facilities, and he took home with him many good ideas and systems that have been incorporated into their recruiting environment. Because their recruiting structure is very different from ours, they have modeled their system more on our Reserve structure.

There are 33 recruiting stations in El Salvador, with 14 recruiting centers that serve as regional headquarters for the recruiting effort. Each recruiting station is manned by an Army officer (who is the recruiter) and a staff of administrative personnel, roughly like our Department of the Army civilian work force. Their system is more like our Reserve structure because each recruiting station supports a specific Army unit; each station fills primarily for that particular unit.

The El Salvadoran recruiting system is in the embryonic stages, but the USAREC team felt they are headed in the right direction. Since the cease fire, the Army of El Salvador organized a Directorate for Recruiting, headed by COL Ayala Dimas, and has gone from a conscripted army to an all-volunteer system. Young men must register for the draft by law at age 18 and can volunteer to enlist at the same age. At age 16, a young man can voluntarily enlist with parental consent. Registration is conducted at the recruiting stations.

"They have made great strides in the little time they have been organized," said Sanfeliz, "and with limited resources, it's remarkable they have gotten as far as they have."

There are various aspects of our system that could not be adapted to El Salvador's needs, according to Martinez, but much of USAREC's program was well received and comprehended. For example, there are no women in the El Salvadoran army, but many of the administrative personnel are female.

"Their culture is very different from ours," said Martinez. "It's still a very male-oriented society, so some of the officers did not quite know how to deal with me as a female NCO instructor. But they wanted to learn, and they listened."

The students at the first El Salvadoran ARC came from the established recruiting centers and stations around the country. It may be interesting to note that of the 74 students, only the 14 officers are currently serving in the army. Of the 60 students who are administrative personnel, some were men who had formerly served in the army, but 24 were women who had never served.

"They believe in Uncle Sam."

"We were very pleased to see the desire and willingness to learn our recruiting methods," said Mercado. "Many of the students gave some of the most professional presentations we had ever heard. [In such a short time] their knowledge of the recruiting system and its organization was remarkable."

Sanfeliz reiterated his admiration for the El Salvadoran people. "They have had and continue to have serious troubles in their country. They are still very poor. But they are also proud and not shy about moving forward. They also have a great admiration for the United States.

"Oh, yes," Sanfeliz concluded, "they believe in Uncle Sam." ☀



SFC Allen P. Sivley in Haiti (Courtesy photo)

Recruiting for Special Forces in Haiti

by CPT Jeffrey Grover, USAREC RO

The United States Army's only Special Operations Recruiting Detachment (SORD) deploys to Haiti to recruit the most qualified soldiers for future assignments in Special Forces. This mission was given to SFC Allen P. Sivley of the Fort Campbell's Special Forces Recruiting Team.

Recruiting for the Army's premiere special operations unit, commonly known as the "Green Berets," is a very challenging responsibility and only the most highly qualified recruiters are offered the opportunity to do so.

Why go to Haiti? Soldiers deployed on a real world mission are the soldiers with the experience that Special Forces is looking for. There is no better place to recruit for Special Forces than an environment in which they operate.

What did it take to deploy to Haiti? Sivley deployed to Fort Drum, New York, where he inprocessed in the Soldiers Readiness Program, which included processing for overseas movement, enroute to Haiti. Once airborne in a C-141, Sivley was on the ground in Haiti three hours later. He was then issued TA-50, a 9mm pistol, and good old MREs.

Thanks to the outstanding support provided by the command and staff of the 10th Mountain Division (Light) and the 3d Special Forces Group (Airborne), this deployment was a success. Sivley conducted eight briefs to 98 soldiers throughout Haiti; of these, 18 officers applied and 41 enlisted soldiers volunteered for Special Forces. In all, this was a very successful recruiting visit for SORD.

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

It's about time someone with the power to make changes takes a long, hard look at the current procedures being used when a DEP member is determined to be a "possible match."

I have no quarrel with a system that weeds out undesirable enlistees. It's right, it's necessary, and it has to continue. What I fail to understand is when the NAC (rap sheet) clearly shows that the possible match is not in fact the person he or she was thought to have been, that police checks must still be run.

I've heard this, "We'll try to get a different person exception since we know these are two different people, but you still have to run the police checks." Thanks, but why bother? Who approves these "different person" exceptions? What criteria do they use? Why must an exception be granted at all when possible becomes impossible?

When the recruiter responsible for the DEP comes to me and says, "Gee, Station Commander, this doesn't make any sense at all. We need police checks in six states, 14 cities and 10 counties."

And you say that we know this is not a match, huh? What's the point?

As the Station Commander, what can you say but, "I agree with you 100 percent Sergeant X. It's just one of those things that we have no control over. Until someone looks at all of this shameful wasted time and effort you need to start calling. Of course you know that I still need those two solid Grad appointments today, and hey, keep that chin up. Take your wife to the mall Sunday after church and see 'Dumb and Dumber.' You'll feel much better."

Chief of Staff responds:

I appreciate your comments through the *Recruiter Journal* regarding the "Possible Match" Entrance National Agency Check process.

There have already been several changes to the Entrance National Agency Check program this year. On January 31, 1995, a message from this headquarters (95-004 Part I and II) changed the requirements for "Different Person Possible Match." The recruiting battalion operations officer now has the authority to interview soldiers identified as a possible match and decide if the information given on the Defense Investigative Service Form 1 is our soldier or not. If not, the operations officer has the authority to send the new soldier to training.

This same message also changed the requirements for prior service soldiers and police record checks. Most of the checks required in the past are no longer required to be completed. For your information, I have enclosed a copy of both messages.

You do bring up a valid point regarding the police checks required when an individual is identified as a possible match. Given the most recent changes we have made, your idea has merit. My staff is considering a change to our policy which would give the operations officer more control over the number of police checks required.

We have attempted to make the Entrance National Agency Check process easier, and I hope with the changes made earlier this year that we have. We are always looking for innovative ways to make the recruiter's job easier.

Again, thank you for your input. We need strong, dedicated soldiers in our recruiting force like you. I wish you the best in your efforts to provide the strength.

The Way I See It

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.



Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

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HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

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Fort Knox Kentucky 40121 2726



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Continuing without BG "Rip"

by Kathleen Welker, RJ editor

By the time you read this, BG Robert W. "Rip" Roper Jr. will no longer be USAREC's Deputy Commanding General - East. He and his wife, Marsha, will have already overcome the jet lag from their trans-Atlantic flight to the Netherlands, where he will have taken up his new position as Director of Operations, Allied Forces Central Europe, Allied Command Europe.

Roper joined USAREC in the summer of 1992, when the headquarters element was in a state of turmoil relocating from Fort Sheridan, Ill., to Fort Knox, Ken. With no previous recruiting experience, the general just dug in, learned a lot, and "kept a-goin'," as a line from one of his favorite poems says. In his time as DCG, Roper visited all 50 states and the territories, although he regrets he never made it to Panama.

"The one thing that has not changed in my time with USAREC has been the dedication of the force," said Roper, in an interview before he left USAREC. "Those recruiters out there, they want to be successful, and that desire remains constant."

Roper remarked that what has changed during his tenure is Success 2000.

"Success 2000 is not just some faddish jargon of the day. What it has accomplished is the empowerment of the station commander to assume his or her rightful role as a leader in this command. It has also raised the command's expectations of that station commander. Those recruiters were ready to take charge of their stations, and we placed our expectations squarely on them."

Roper described the drawdown in the early '90s as something that was necessary at the time, but caused USAREC to go through what he called "whip saw" moves that were out of the norm. "At the same time," Roper continued, "we never missed mission. And that proves a theory I've held for a long time."

Roper's theory is this: "Regardless of what you're doing or where you are, you always have turmoil. Yes, for USAREC moving the headquarters was a big deal, but if you're in a line unit, you still have a lot of turmoil. You are constantly changing personnel, new squad leaders, new staff — with us, it's new



station commanders. The point is, turmoil is normal and you always deal with it. Otherwise, you fail."

On a personal level, Roper draws on his armor background for imagery. "The battlefield is far deeper today. Who could imagine what would happen to our people in Oklahoma City? Our hearts go out to them. This is another proof that you never know when your time is up. We must be wise enough to recognize the joys in each day."

Marsha Roper made her mark on the command as well. In addition to the many hours she spent as a volunteer for the American Red Cross and the Patton Museum on Fort Knox, she frequently traveled with her husband to participate in Family Support Group symposiums, where she helped others by sharing her experiences as an Army spouse.

She was also very active in the semiannual registration drives at Fort Knox for the DoD Bone Marrow Donor Program. At any time, there are more than 300 military or family members in desperate need of a bone marrow transplant, and the odds of matching are very slim. That's why registering as many people as possible is so important. Marsha did more than register; she matched the bone marrow type needed by a young woman with leukemia, and last September, she became a bone marrow donor.

"Keep a-goin'!"

Here at Fort Knox are tankers who served with Roper before his USAREC days. Some of them swear they'd follow him into hell. Some of them did in Desert Storm. In USAREC, recruiters have come to depend on his warm humor and plain-spoken common sense.

His last piece of advice for USAREC? Again, an encouraging "keep a-goin'."

"Don't ever give up! Don't ever stop training; I'm living proof that you never know when that next big job will come to you. Be honest; keep your integrity."

And his last (published) thoughts on recruiters? "I am so proud of them. They have a tough job, and they get it done."

Roper will be succeeded at USAREC headquarters by BG James E. Shane Jr. 

From the field force

Recruiting

in the 90s and beyond -- has the job gotten tougher? Answers to this question and others were sought by USAREC Command Sergeant Major Ernest H. Hickle at the recent Advisory Board session.

The Advisory Board was developed by Hickle as means of gathering information from this year's successful recruiters. Based on the boardmembers' feedback concerning such topics as Success 2000 or marketing, Hickle finds out what the recruiting force thinks about recruiting in the 90s, and advises MG Kenneth W. Simpson, USAREC Commanding General. One discussion led to another with the top NCOs of

recruiting during the first Advisory Board session.

"The problem is not so much selling the Army as it is ensuring that the parents are part of the decision-making process (sales interview) with their son or daughter," said Hickle in response to a statement by SGT Tracy Fair. (Fair is the top new recruiter of the year.) According to Fair, parents are more involved than they used to be with their teenager's decision to join the Army.

Parents are the most essential influencers that the applicant has to turn to, and teens are often reluctant to make a big decision.

Another reason that recruit-

ing is tough is because applicants have more options in their lives, such as job promises or scholarships. This causes a higher number of qualified, not enlisted (QNEs), said SSG Jerry Zambounis, guidance counselor of the year.

According to Hickle, recruiters need to look at and assess their prospects to find out which desire or need the Army can satisfy. He pointed out that people buy or sell due to an emotional need. Hickle describes recruiting as a people business in which success depends on good customer service. He emphasized the need for recruiters to treat every applicant as if he or she were the best customer that recruiter ever had.

"All the training in the world can't make a recruiter tell the Army story if it doesn't come from the heart. The Army salesman (Army representative) will find it hard if not impossible to convince anyone to buy the product if he doesn't believe in the product," said Hickle. ■



(left) SSG Allen Fritz, USAR Recruiter of the Year, FY 94, and SSG Cory Olson, Regular Army Recruiter of the Year, are serving on the CSM's Advisory Board. Fritz is assigned to the Syracuse Battalion and Olson is assigned to the Denver Battalion. (Photo by Emilie Howe)

2d Brigade's aerobics instructor gets physical and fiscal

Story and photo by Tony Johnson, 2d Brigade A&PA

■ As the brigade operations NCO, SFC Phyllis Newhouse is constantly on the move. Calls from battalions and USAREC can really keep her jumping. But it seems she is also jumping and on the move even away from the office.

Newhouse is a certified aerobics instructor and personal trainer and her skills recently won her some national recognition. The American Fitness Foundation Association held an International Expo in Atlanta on February 2. The expo also included a competition for aerobics instructors.

Over 1,000 instructors began the competition, and then were eliminated to 30 semi-finalists. Newhouse made this cut and then continued through the next two rounds to be selected as the overall winner. In the final round she had to lead a six-minute cardio-funk aerobic routine, and this just happened to be her speciality.

Competitors were judged on muscle strength, flexibility, endurance, form, style, enthusiasm, and the ability to motivate the crowd. The judges included superstar Arnold Schwarzenegger and former Mr. Olympia, Lee Haney.

In addition to her trophy for first place, Newhouse received

a \$1,000 gift certificate from a sporting goods superstore and a year's supply of sports products from a major sporting goods manufacturer.

Not only does Newhouse participate in aerobics competitions, she also works as an aerobics instructor. In addition to teaching classes at a local health club, Newhouse generously donates her time and skills to lead a brigade aerobics class three times a week.

Newhouse explains that being a good soldier includes being physically up to the challenges of the job. She is especially pleased that her aerobics provides both physical and fiscal benefits.

Scholarship winner takes split-option

■ Believing that education is the key to success, Terrance Melton, 18, Northshore High School, Houston, Texas, took advantage of the Split-Option Program and joined the Army Reserve.

He will attend Rice University on a four-year football scholarship according to his mother, SFC Arlene McPhee, recruiter, Northshore Recruiting Station. He is assigned to 340th Chemical Company in Houston.



SFC Phyllis Newhouse, operations NCO, 2d Brigade, leads a 2d Brigade aerobics class.

Former USAREC commander Ono in Hawaii

Story and photo by Ray Graham, Honolulu Company

■ LTG (Ret.) Allen K. Ono spoke to members of the Honolulu Recruiting Company at their Annual Training Conference banquet last fall. Ono, who is from Hawaii, was the commanding general of the Recruiting Command from June 1985 to June 1987. He retired in 1990 and is now employed as vice-president of the American Savings Bank in Honolulu.

In his remarks, Ono reminisced about his experiences in the command. "I was there when Be All You Can Be became the Army's advertising campaign slogan. I was there when the concept of mission box was implemented, and I was there when General Maxwell Thurman was the commander, a great leader and a real genius who implemented many of the recruiting programs in place today."

Ono challenged recruiters to use their minds to recruit smart. Do not prospect when you know the applicant will not be at home, he counseled. "On Friday afternoon when there's a football game at the high school, why are you prospecting? No one will be home," he said. He called the time when applicants are home red time. "That's when you should be on the phone making calls," he said. "And leaders, don't step on the red," said Ono.

LTG Ono posed the rhetorical question, "Why does the Army do physical training in groups? Because nobody would do it on their own, and that's the same reason why you should do your area canvassing as a group," he said.

Ono pointed out that you need to know what to say to objecting parents, and where to sit. "In the kitchen, where they are not distracted and where they won't be distracted by the television. Sit between the father and mother. Act as mediator," he explained.

"When you're doing your prospecting, don't talk, listen! Find out where they are coming from," he said.

LTG Ono pointed out that a good leader in battle, after the unit takes the hill, will tell his soldiers to dig in. "You are most

vulnerable after a success," he explained. "A good leader will make his men dig in and be prepared for the worst. You have been successful in recruiting. You're at the top of the hill, so now it's time to dig in and continue the hard work, lest you lose that hill."

He admonished the recruiters to recruit with integrity. "I put the safeguards in place, so I know they work. If you have a choice between cheating and not making mission box, chose the latter. Mission box is not worth jeopardizing your military career," he said.

Honolulu Company 1SG David W. Scruggs presented LTG and Mrs. Ono with a piece of original artwork by a local artist. The frame border was signed by the Honolulu recruiters and engraved by the captain.



Former USAREC commander LTG (Ret.) Allen K. Ono spoke to the Honolulu Recruiting Company at their annual training conference banquet last fall.

City planner trades pen for rifle

The following story appeared in the March 30, 1995, Peabody Times (Peabody, Mass.) and is reprinted with permission.

By Michael Cohen, Times staff

■ Maria Resendiz likes to look good. At work in her fourth floor City Hall office, she can usually be found dressed in a crisp, yet feminine, business suit, her short black hair cut in a neat bob and combed just so.

But soon all that will end. Resendiz, 26, a planner in the Peabody Community Development Department, is giving up her job to join the US Army.

While her friends and colleagues support her decision to join the Army, they are having a bit of fun with the notion. Some question just how many push-ups Resendiz can actually do. And others are starting to call her "Private Benjamin," referring to the Goldie Hawn movie of a few years back.

She completed a five-year architecture program earning her bachelor's degree in 1991. A few weeks later, she joined the planning staff at City Hall.

"It's not a matter of money, it's the education I'm looking for," Resendiz said.

The whole idea took shape last fall, when Resendiz thought about how she was going to swing graduate school while still working full time. She's still carrying some heavy student loans from her undergraduate education.

So Resendiz called the Army recruiting office in Salem to see

what they had to offer. She met with the staff there and in just a few weeks was taking the induction test to see what jobs she would qualify for in the service.

"The Army is going to give me so much more training and experience beyond what I could get if I just went to grad school, took out loans, and put myself in debt until I'm 80 years old," Resendiz said.

"My husband loved the Army, and I think Maria wants to follow after her father," Mellos said.

"I thought about it and if I'm going to go for it, I might as well go for the top job," Resendiz said. "My job is called a non-Morse interceptor analyst and what that means is I'll be monitoring communications channels and filing reports of what I hear."

Her last day at work is April 27, then she musters out on May 1 to Fort Jackson.

"My poor mother, she's from the old school and that's sort of a double-whammy," Resendiz said. "First, she couldn't believe I would leave home and go away to college. Now this. I know I've been a shock to her."

Maria's parents, Pablo and Mellos, were born in Mexico and immigrated to America. Pablo served four years in the

US Army. He worked as a chauffeur and butler and spent some time in the city's leather factories. Pablo died when Maria was only 12.

"My husband loved the Army, and I think Maria wants to follow after her father," Mellos said.

At first, Maria discounted the notion of following in her father's footsteps. But she did admit to having a special feeling about it this Christmas.

"This past Christmas I went to the grave site, and that was around the time that I was taking my (induction) test and I looked at his tombstone and all of a sudden I noticed that he came out of the service a specialist-four and that's what I'm going in as, a spec-four," Resendiz said.

"All these years of going to the grave I never noticed his rank. I thought it was kind of weird, because now I'm going in at the rank he came out with."

Maria's co-workers at City Hall were as surprised as her family about her decision to join the Army. All who were interviewed had only good things to say about Resendiz and her work.



Maria A. Resendiz enlisted as a 98K, non-Morse interceptor/analyst. (Courtesy photo.)

— *Spoilers of health and fitness*

The painful cost of recreational injuries

by Mickey Gattis and AnnMarie Claycamp,
USAREC Safety Branch

Every year, millions of Americans are injured in recreational activities. The consequences can be serious, both physically and financially. An injury can mean acute and/or chronic pain with possible long-term or permanent disability. Injuries can result in problems for recruiters and their families due to lost earnings and expensive medical care. When a recruiter has a recreational injury, it costs everyone. Recreational injuries can cause a recruiter to be less productive. This has an effect on making the month's mission. Fortunately, most recreational injuries can be avoided!

Help make recreation safe and injury-free by knowing your limits and preparing beforehand to prevent overexertion and possible injury. A proper warm-up, complete with stretching, serves as preventative medicine.

Clothing should be light-colored, which will reflect the sun's rays, and made of loosely-woven natural fabric that permits heat and sweat to escape and cool the body through evaporation. Excess heat can place an abnormal stress on your body. You can experience muscle cramps, become weak, disoriented, and dangerously ill if your body temperature rises even a few degrees above normal.

You need to drink water or juice frequently while exercising in hot weather because your body loses water when it sweats. Sweating is one of the ways your body cools itself down. Thirst is a sign that lost fluids need to be replaced. Always

allow for time to cool down after exercising.

Recruiters' schedules are usually hectic, and this makes it difficult to maintain a daily fitness program. Physical activity once a week does not get you in shape. After long periods of inactivity, the body is not ready for strenuous exertion and must build up to strenuous activity gradually. People who jump too quickly into recreational activities are courting disaster.

Knowing the leading causes of these injuries is the first step in learning how to protect against them. You should never participate or practice sports activities when excessively tired. Your body will warn you if nearing its limits.

To avoid sprains, strains, and more serious injuries, use the right equipment, choose a safe location, and don't do too much too soon. If you experience pain, breathlessness, numbness, or other physical signs, you need to stop and rest. Seek medical attention if you have painful or persistent problems.

Sports and exercise are healthy and enjoyable; just remember to pace yourself, rest when tired, drink plenty of liquids, and be alert for danger signs. Do not let accidents or injuries spoil your fun.



1. Driving while Intoxicated (two or more offenses) is considered a _____ offense for enlistment purposes.

- minor traffic
- minor non-traffic
- misdemeanor
- felony

2. Jaywalking is considered a _____ offense for enlistment purposes.

- minor traffic
- minor non-traffic
- misdemeanor
- felony

3. Conviction for bouncing a check with intent to defraud or deceive in the amount of \$395 is considered a _____ offense for enlistment purposes.

- minor traffic
- minor nontraffic
- misdemeanor
- felony

4. Larceny in the amount of \$275 is considered a _____ offense for enlistment purposes.

- minor traffic
- minor non-traffic
- misdemeanor
- felony

5. Malicious mischief in the amount of \$325 is considered a _____ offense for enlistment purposes.

- minor traffic
- minor non-traffic
- misdemeanor
- felony

6. What are the five critical tasks to successful selling?

- Phone calls, sales presentations, testing, enlistment, and follow up.
- Prospecting, sales presentations, processing, DEP and DTP maintenance, and follow up.
- Prospecting, prequalification, sales presentation, processing, and referrals.
- DEP and DTP referrals, sales presentation, processing, enlistment, and follow-up.

7. How long must recruiters maintain USAREC Form 539 that are derived from school lists?

- Current year plus the previous two years.
- Current year plus the previous three years.
- Current year plus the previous four years.
- Current year plus the previous year.

8. General LRLs consist of what type of lead?

- Walk-ins

9. At a minimum recruiters are required to prospect by telephone _____ hours per week.

- five
- six
- nine
- as determined by station commander

10. Prospecting is broken down into two broad categories. They are:

- telephone and referrals
- telephone and COI
- telephone and face to face
- telephone and VIP

11. To zero an M16A2, rifle the target is placed at how many meters?

- 20
- 25
- 40
- 50

12. What MOPP level consists of wearing only the over-garment trousers, blouse, and boots?

- MOPP level I
- MOPP level II
- MOPP level III
- MOPP level IV

13. Which of the following is not a terrain feature?

- Ridge
- Valley
- Depression
- Mountain

14. Which of the following is not a symptom of frostbite?

- Blisters
- Swelling
- Sweating
- Numbness

15. Which of the following is not a combat firing position?

- Kneeling position
- Prone position
- Standing position
- Sitting position

(The answers to this month's Test can be found on the inside back cover.)

Special Youth Attitude Tracking Survey Results

by Wendell W. Wilson, PAE
Research Branch

The Chief of Staff of the Army directed that a special out-of-cycle Youth Attitude Tracking Survey (YATS) be conducted to explore the toughening propensity environment.

There had been a continuous drop in the positive active Army propensity of young men (16-21 year-olds) from 1990 to 1993 as measured by the regular fall YATS surveys. The planned special survey and the discouraging propensity environment were discussed in the September *Recruiter Journal* Market Report.

Results, from the most recent regular YATS survey (fall 1994) show that this discouraging trend continues. There has also been a corresponding increase in negative propensity, particularly of those in the "definitely not

likely to join" category.

Objectives of the survey and our analysis of it were to:

- Determine reasons for the toughening propensity environment.
- Identify important inducements and barriers to joining.
- Examine respondent perceptions.
- Explore levels and modes of recruiter contact.
- Identify key influencers and the advice they provide.
- Provide useful feedback to guide future Army communication strategies.

Key results of our analysis show that the reasons to join and barriers to joining the Army largely mirror other research. "Money for education" is the dominant inducement. "Have a job/other career interest" and "dislike of the military

lifestyle" are the top barriers. We found no smoking gun among the other specified candidate reasons (either inducements or barriers) that could have been hypothesized to explain the toughening propensity environment.

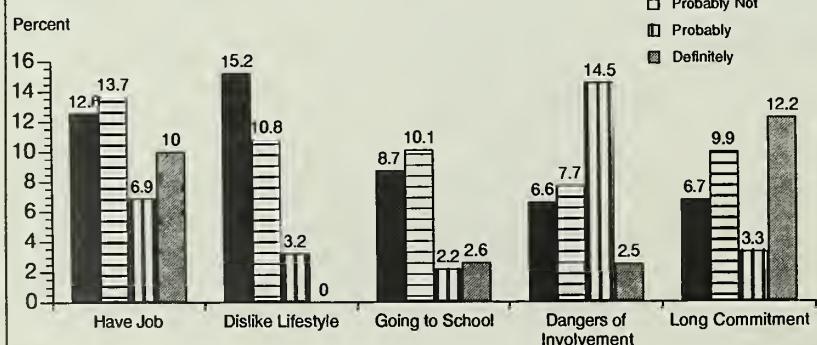
Market segmentation

Market segmentation results (by active Army propensity, future plans, region, and race/ethnicity) as employed for the top inducements show that "money for education" appeals more to those with negative propensity, while "developing work skills" is a greater attraction for those expressing a more positive attitude about joining. "Developing work skills" is more attractive to those with work or military plans.

Market segmentation for the more important barriers (see chart) indicates that young men with negative propensity are more likely to cite "having a job" or "going to school" as barriers. Negative propensity and "disliking the military lifestyle" go together.

Other segmentation results show that "having a job" is a greater barrier to white males and not as important to blacks. "Dislike of the military lifestyle" is high for blacks and whites, but not as much of an obstacle to Hispanics. "Going to school" is a more substantial barrier for whites and concerns about the "danger of involvement" is greater for blacks. When looking at regions, we

TOP BARRIERS TO JOINING ARMY (FIRST MENTION) BY ARMY PROPENSITY



found that "having a job/other career plans" is a greater barrier in the North Central and Northeast than it is in the West or South.

Respondent perceptions show that there is a strong link of the Army's identity (as an integral member) with the government. Moderate support exists for the idea of the Army being a good potential career choice. There is even stronger support for the Army as a good potential career choice from those expressing positive propensity, those with unaided mention of military plans, Hispanics, and Southerners.

There is general agreement with statements that budget cuts and downsizing will hurt training and benefits, and with a "current event" statement about avoiding military involvement in other countries.

Key influencers

Friends, mothers, fathers and other relatives were found to be the key influencers prospective recruits have talked to about joining the Army. Fathers and other relatives are the most favorable in their advice. Mothers have the largest proportion providing negative advice, and friends are more evenly distributed between favoring and opposing.

Positive influencers' reasons to join include "family tradition" as the top reason given by fathers and other relatives. Positive mothers favor "money for education" and "a way to add structure" to their son's life. Friends have a low regard for "adding structure," but favor "it's your decision" and "self-esteem."

Mothers giving negative ad-

Other Recommendations

Use clues provided in segmenting the survey sample by active Army propensity, future plans, race/ethnicity, and region to develop techniques for promoting inducements and defusing barriers for different parts of the market.

For example, the strong support of the perception that the Army is a good potential career choice by those with positive propensity or military plans shows that this is an important concept to sell even if we are only selling initial tours in the Army.

Other Findings

The positive advice of key influencers needs to be reinforced at the recruiter level and in the Army communication message; and objections advanced by influencers need to be confronted when possible.

vice most often cite "danger of involvement." Negative advice from fathers often characterizes the Army as "a poor career choice" or cites a "bad personal experience." Friends' reasons not to join are more evenly distributed, but many also cite a "bad experience."

Key recommendations

Many of the key recommendations based upon our analysis of the survey are strategic in nature. Some of them are:

- We need to continue to position the Army and its advertising message to reinforce the key inducement of "money for education."
- Support needs to also be provided for the inducements of "developing work skills," "duty/obligation," and "pay."
- There is a need to develop strategies for coping with the primary barriers of "having a job

(or other career interests)" and "disliking the military lifestyle." "Going to school," "danger of involvement," and "too long a commitment" also need to be recognized as barriers to be overcome.

A minimum of resources should be directed at attacking any of the other specified candidate reasons for not joining which may have been considered responsible for the toughening propensity environment.

This survey found no smoking gun among the other specified candidate barriers. Evidence exists that the Army's identity is strongly linked to the government, for good or bad. We should accept this reality.

Finally, while our analysis of this special YATS Survey sheds some light on the propensity situation, identifying a complete set of reasons for the toughening propensity environment remains elusive.

LEADS reports

LEADS reports are available as a download file from ARCS3 mainframe for brigade and battalion operations NCOs. These reports are available at the station level via JOINS. Currently there are five reports available.

Other Service List -

Updated on a quarterly basis.

IRR Density List - Monthly tape that is updated between the 15th and 25th of the month. Also supplied quarterly to station level (via JOINS) and displays the last three months of names.

Prior Service List - Monthly tape that is updated between the 1st and 18th of each month.

DMDC NO-MSO List -

Monthly tape that is updated between the 15th and 20th of each month.

ASVAB - Electronically updated nightly.

One through four above are available on ARCS3 (D47 Menu) for 30 days while station level JOINS reports are only available for 14 days. Five above (ASVAB) is available via JOINS for seven days. ASVAB scores become available to recruiting stations approximately 12 to 14 days after the assigned school tests (if they release).

REMINDER - Station commanders and/or recruiters that encounter problems downloading LEADS or FILES must contact the ARADS hotline, 1-800-223-3735, ext. 4-2141 or MSG Montgomery at ext. 4-0453.

Changes to prior service National Agency (NAC) Process

USAREC message 95-004, Part II, Changes To The Prior Service National Agency (NAC) Process, changed many ENTNAC

requirements. All changes will be incorporated into the next update of USAREC Regulation 601-96.

Paragraph 4 pertains to Prior Service and Glossary Non-prior Service soldiers that have been completely discharged from any service for two years or less. To make the paragraph read correctly, the words *for two years or less* should be penciled in between the word *service* and (*including IRR*). The reason for the police check requirement in this paragraph is DIS will not initiate a NAC for a soldier with less than a two-year break in service.

REMEMBER - this paragraph only addresses police checks. Paragraph five addresses NAC requirements.



Suspense file for USAREC Form 142

All battalion operations are now required to establish and maintain a suspense file for all documents (DD 214, discharge orders, etc.) received from the USAREC liaison team via UF 142 requests. Upon receipt of the requested document from the USAREC liaison team, the operations NCO will make a certified true copy of the document(s) and file the document(s). This file will be maintained for one year.

These procedures are necessary because of high numbers of duplicate requests generated due to lost documents after the original UF 142 had been answered.

Documentation to access/reaccess IRRs into ARPERCEN

Those soldiers not appearing in ARPERCEN strength must be accessed into ARPERCEN strength prior to receiving an Alpha control number for continued processing into a TPU. Soldiers who are yet to be accessed and whose records are not in-house at ARPERCEN cannot be accessed until the MPRJ (201 File) is received and processed by ARPERCEN or the soldier can provide the recruiter the documents listed below.

The battalion will fax or mail documents to the USAREC liaison team who will forward documents for accession into ARPERCEN strength. With complete documentation, it will take an average of five to seven working days before an Alpha Control Number can be issued. ARPERCEN has specified the following to be the minimum needed to complete the accession process:

- Assignment order to ARPERCEN (i.e. TPU or NG orders)
- Last DD Fm 214 and/or NGB Fm 22 (long form)
- DA Fm 2, 2-1, 2a
- DA Fm 873
- Last promotion order
- Most recent SF 88 and 93
- Personnel Qualification Record (PQR)
- DD Fm 4 (latest)
- Microfiche (if available)

Soldiers whose records are in-house but not accessed, an Alpha Control Number will be issued within five to seven working days.

Questions concerning information in USAR News should be directed to your battalion USAR Operations.

The following is a list by battalion of the first OPSC/LPSC to achieve mission box in RSM March.

1st Brigade

ALBANY

LPSC - Albany RS
OPSC - Fuerth RS

BALTIMORE

LPSC - Chesapeake RS
OPSC - Suffolk RS

NEW ENGLAND

LPSC - Salem RS
OPSC - New Bedford RS

HARRISBURG

LPSC - Dallastown RS
OPSC - Temple RS
OPSC - Bloomsburg RS

NEW YORK

LPSC - Patchogue RS
OPSC - East Orange RS

PHILADELPHIA

LPSC - Clementon RS
OPSC - Germantown RS

PITTSBURGH

LPSC - Franklin RS
OPSC - Kittanning RS

SYRACUSE

LPSC - Batavia RS
OPSC - Jamestown RS

BECKLEY

LPSC - Christianburg RS
OPSC - Richlands RS

2d Brigade

ATLANTA

LPSC - Warner Robins RS
OPSC - LaGrange RS

COLUMBIA

LPSC - Columbia Downtown RS
OPSC - Georgetown RS

JACKSONVILLE

LPSC - Orange Park RS
OPSC - Brunswick RS

MIAMI

LPSC - St Thomas RS
OPSC - Stuart RS

MONTGOMERY

LPSC - Ft Walton Beach RS
OPSC - Cullman RS

NASHVILLE

LPSC - Chattanooga East RS
OPSC - Glasgow RS

RALEIGH

LPSC - Greenville RS
OPSC - Williamston RS

TAMPA

LPSC - Clearwater RS
OPSC - Sebring RS

JACKSON

LPSC - Greenwood RS
OPSC - Gulfport RS

3d Brigade

CHICAGO

LPSC - Bradley RS
LPSC - Aurora RS
OPSC - DeKalb RS

CLEVELAND

LPSC - Sandusky RS
OPSC - East Liverpool RS

COLUMBUS

LPSC - Heath RS
OPSC - Western Hills RS

INDIANAPOLIS

LPSC - Radcliff RS
OPSC - Crestwood RS

GREAT LAKES

LPSC - Muskegon RS
OPSC - LaPeer RS

MINNEAPOLIS

LPSC - Menasha RS
OPSC - Marshall RS
OPSC - Escanaba RS

5th Brigade

DALLAS

LPSC - Plano RS
OPSC - Brownwood RS

HOUSTON

LPSC - Gulfgate RS
OPSC - Conroe RS

KANSAS CITY

LPSC - Springfield Seminole RS
OPSC - Leavenworth RS

NEW ORLEANS

LPSC - Lafayette RS
OPSC - Ruston RS

OKLAHOMA CITY

LPSC - Capital Hill

SAN ANTONIO

LPSC - San Antonio West RS
OPSC - San Marcos RS

DES MOINES

LPSC - Merle Hay RS
OPSC - Burlington RS
OPSC - Muscatine RS

ST. LOUIS

LPSC - Florissant RS
OPSC - Poplar Bluff RS

6th Brigade

DENVER

LPSC - Aurora RS
OPSC - Golden RS

LOS ANGELES

LPSC - Oxnard RS
OPSC - Pasadena RS
OPSC - Van Nuys RS

PHOENIX

LPSC - Tempe RS
LPSC - Albuquerque RS
LPSC - Glendale RS
LPSC - Phoenix North RS
LPSC - Sierra Vista RS
LPSC - Tucson East RS
LPSC - Las Vegas North RS
LPSC - Las Vegas East RS
LPSC - Las Vegas West RS
OPSC - Lake Havasu RS
OPSC - Farmington RS

PORTLAND

LPSC - Samoa RS
OPSC - Klamath RS

SACRAMENTO

LPSC - Modesto RS
OPSC - Manteca RS

SALT LAKE CITY

LPSC - Billings RS
OPSC - Elko RS

SANTA ANA

LPSC - El Cajon RS
OPSC - Bakersfield North RS

SEATTLE

LPSC - Port Angeles RS
OPSC - Tukwila RS



Gold Badges



ALBANY

SGT Johnny P. Caia
SGT Shepherd F. White
SGT Joel R. Riley
SSG Brian A. Heidt

ATLANTA

SSG Robert Harkins
SSG Willie J. Black
SGT Timothy Garrett
SSG John C. Gainey
SSG Elkanah Martin
SGT Myron Horton
SSG Arnos Hunter
SFC Maurice L. Nowlin

BALTIMORE

SGT Joseph Campbell
SGT Stephon M. Sterns
SSG Leonard Baldwin
SSG Timmie E. Glover
SSG Douglas Phillips
SSG Mark J. Giampietro
SGT Kirkland K. Thomas

BECKLEY

SGT Angel D. Flores
SGT Andre A. Owens

CHICAGO

SSG Lewis Harris, Jr.

CLEVELAND

SSG Christopher J. Morino
SSG Darrick D. Bentley

COLUMBIA

SSG James Hall

COLUMBUS

SSG Christopher J. Ferguson

DALLAS

SSG Michael G. Lawle
SGT Gregory Gartside
SFC Rita A. Loomer
SFC Robert Perez

SSG Jerome Jackson

SSG Robert H. Levis
SSG Mark E. McConnell

DENVER

SSG David W. Espinoza
SSG Ignacio Gomez
SSG James L. Willis
SSG Randy J. Naporlee

DES MOINES

SFC Patrick J. Riebe
SFC James P. Connell
SSG Darren K. Harris
SSG Gary L. Smith
SGT Matthew W. Koester
SGT James S. Vansickle
SGT Timothy H. Hannah

GREAT LAKES

SSG Roosevelt Emerson

HARRISBURG

SSG Joe L. Downer
SSG William P. Gammon
SSG Gregory M. Bryant
SFC Stephen A. Wilt

HOUSTON

SGT Christian Mebane
SSG Donald Edwards
SSG Stanley Cooper
SSG Carl Beatty

INDIANAPOLIS

SGT Timeko Sanders
SSG Angel L. Barreto

JACKSON

SGT Abdul M. Muhammad
SFC Donald C. Toney
SGT Kyle D. Silva
SGT Lenora P. Fort
SSG Vincent E. Newsome
SGT Cornell Jones
SSG Larry N. Caldwell

JACKSONVILLE

SSG Raymond Graham
SSG Samuel J. Newland
SSG Corutney A. Atchison
SGT Farrell R. Mulkey
SGT Derrick A. Dawson
SSG Neal R. Seals

LOS ANGELES

SSG Edwin LopezLavieno
SSG Sean P. Brenke

MINNEAPOLIS

SSG Alan Williams
SSG Ronald J. Bender
SSG Tresa A. Jackson
SSG Kenneth P. Estes
SSG Jonathan L. Kreider
SSG Fredrick J. Geary

MONTGOMERY

SSG Gregory Foster
SSG Michael Swindle
SSG Robert Herren
SGT Myron Ruffin
SSG Kevin Webster
SSG Bruce Ferguson

NASHVILLE

SFC Loren A. Sturgis
SSG John H. Provost

NEW ENGLAND

SGT Stephen L. Moore
SSG Albert Thompson
SSG James W. Tindol
SSG Gregory Trueworthy
SFC Valdemar Canales
SSG Frank Ziffer
SGT Scott Muir
SSG John Ploude

NEW YORK CITY

SSG Iram Betancourt
SSG Joseph F. Rappise
SFC Gregory R. Daugherty



SSG Wilberto Otero-Cruz
 SSG Melvin M. Bukszpan
 SFC George L. Broadwater
 SFC Raymond P. Thomas
 SSG Curtis Bartley
 SFC Malcolm M. Carter
 SSG Bobby W. Gillyard
 SSG Frank Garcia-Almodovar
 SGT Amanda M. Lawson
 SSG Casey Jones
 SSG Anthony B. Alston
 SSG Troy J. Brumley
 SSG John R. Knight
 SFC Gail T. Nolan
 SSG Michael J. Grant
 SFC Paul F. Turzai

OKLAHOMA CITY

SGT Jeffrey A. Wilmath
 SSG Denny L. Foulk
 SSG Victor L. Feldman

PHILADELPHIA

SSG James C. Baase
 SSG William T. Baker
 SSG Brian L. Clark
 SGT Charles L. Aikens
 SSG Undray D. Taylor
 SGT Eric R. Sigmon

PHOENIX

SSG Eliot V. Irons
 SSG Thomas R. Montgomery
 SSG Tracy A. Cook
 SSG Mark W. Grumbach
 SGT Scott Nowaczyk
 SSG Earnest J. Walker
 SGT Dino M. Gutierrez
 SFC Billy D. Taylor
 SSG Scott F. Curran
 SSG Robert Glassmyer
 SSG Marreio Shepherd

PITTSBURGH

SSG Thomas L. Carmo
 SGT Curtis J. Clemmons

PORTLAND

SGT David P. Harkleroad
 SGT Kenneth C. Jacobs

RALEIGH

SSG John C. Hart
 SSG Wayne D. McLean
 SSG Shawn Davis
 SFC Rocco J. Addesa

SACRAMENTO

SGT David B. Porter
 SSG Dennis P. Ruble
 SGT Rodney Scott
 SGT John D. Miller Jr.
 SSG Timothy D. Parnell
 SSG Penny L. Taylor
 SGT David A. Mains
 SGT John A. Lynch
 SSG Jeffrey D. Howard

SALT LAKE CITY

SGT Jeffrey S. Long
 SSG Bradley J. Bossart
 SSG Michael D. Haar
 SGT Jerry Carmikle
 SSG Robert J. Bederka
 SGT John B. Kost
 SGT John P. Wolf
 SFC Michael E. Burnett
 SGT Timothy E. Wagner
 SGT Russell Zurovetz
 SFC Joseph Richardson

SAN ANTONIO

SFC Paul T. Sweeney
 SFC Juan Castillo
 SSG Matthew E. Walker
 SGT Harlen R. Johnson

SANTA ANA

SSG Susan E. Eckard
 SSG Samuel Kamae
 SSG Thomas Floodberg
 SSG Mark McBride
 SSG David C. Dean

SGT Richard Paulino

SSG Stoney Crump
 SSG Rick Brokeshoulder
 SSG Paul B. Kinde
 SSG Yolanda Leake
 SGT Timothy Nagle
 SSG Enrique Hernandez
 SSG Jeffrey R. Upchurch
 SSG Herman O. Awkward
 SSG Mark F. Frye
 SSG Thomas Rowland
 SGT Darin Meeks
 SFC Walter Mosby
 SSG Micke C. Reed
 SGT Tommy L. Smith
 SSG John J. Medina
 SSG Randolph Smith
 SGT Christoher Boily
 SFC Joseph A. Ellis

SEATTLE

SSG Frank R. Giger
 SFC Michael Dennison
 SSG David D. Axtell
 SGT Michael A. Ringer
 SSG James K. Raymond
 SGT Joseph Hayward
 SFC Eric J. Harris
 SSG Erik M. Strobeck
 SSG Scott E. Smith

ST. LOUIS

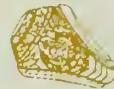
SSG Mark Gayden
 SSG Michael P. Hickey
 SFC Nathaniel Johnson
 SSG Josh B. Crain

TAMPA

SGT Carol Melton
 SSG Howard L. Mack
 SFC Terry Lalonde
 SSG Ronald Elsenheimer
 SSG Carlos Velez-Gonzalez



Rings



| | | |
|--|--|---|
| ALBANY SSG James P. Bedrin SSG Richard G. Bahre SFC Christopher A. Downing | KANSAS CITY SFC Robert W. James | SFC Joe Albritton SSG Edward Benedictus SSG Michael A. Thorne |
| ATLANTA SSG Edna M. Phillips SFC Gary A. Stensland | LOS ANGELES SFC Charnell Y. Just SSG Alfredo A. Ramirez SSG Marc D. Delong SFC Sam U. Bernal SFC Tamara S. Gamboni | PITTSBURGH SFC James M. Anderson SGT William J. Zinn MSG Norman L. Conyers SSG Lowell E. Collins SFC Thomas D. Poirier |
| BALTIMORE SSG Blaine K. Bryant SFC Rodney J. Bradford SSG Clifton Magwood | MIAMI SFC Rafael Ramos-Morales SSG Frank R. Rodriguez-Cruz | PORTLAND SFC Frederick R. Young |
| BECKLEY SGT Sherman H. Adkins SSG David E. Shrader SFC Dennis A. Hawkins | MINNEAPOLIS SSG Joseph E. Daniels SFC Raymond M. Libby | RALEIGH SFC Matthew R. Hintz SFC James E. Johnson SSG Calvin L. Turner SSG Sylvester Tingle SSG Ellis I. Wallace SSG Douglas L. Payne SFC Alton R. Pegues |
| CHICAGO SFC Marvin McAtee | MONTGOMERY SSG Libby Marshall SSG Mark Mayo SGT Christopher Aiken SFC Michael Sargent | SALT LAKE CITY SSG Ferrel Ferrin SFC Mark Christie SSG Garry W. Clements |
| CLEVELAND SSG Clarence R. Caldwell | NEW ENGLAND SFC Jeffrey C. Hunnewell | SANTA ANA SFC Eric Montgomery SSG Mark Pitts SFC Angelio Aquino |
| DALLAS SFC Donald P. Still | NEW YORK CITY SSG Franklin Marquez SSG Willie T. Felder SSG Steve Hugh SSG George E. Payton SFC Abel Ortolaza-Cruz SFC Rene Santiago-Figueroa | SPECIAL FORCES SFC Dale W. Vogel SFC Robert M. Sullivan SFC Charles L. McBride SFC Bret M. Kane |
| DES MOINES SSG James E. Holloway SSG John C. Guhl | OKLAHOMA CITY SFC Joseph R. Straten SFC James C. Lackey | ST. LOUIS SFC Walter L. Duncan SSG Ronald Johnson |
| GREAT LAKES SSG Kirstin Hensel | PHILADELPHIA SFC Craig Daniel | TAMPA SSG Roland S. Bounds MSG Edward F. Panas SFC Brian A. Hardie |
| HARRISBURG SSG Edward Gonzalez | PHOENIX SFC Trent A. Anzek SFC Robert J. Fogarty SSG Patrick D. Stevenson SFC Dennis Terrill SSG Robert A. Thackrey | |



MAY

Cinema Van

BRUNSWICK, 16 - 22 May
 DES MOINES, 25 Apr - 21 May
 JACKSON, 25 - 28 Apr
 MINNEAPOLIS, 25 - 30 Apr
 NASHVILLE, 2 - 19 May
 NEW ORLEANS, 25 Apr - 19 May
 NEW YORK, 2 - 10 May
 PHILADELPHIA, 24 - 28 May
 SANTA ANA, 25 - 26 Apr
 SYRACUSE, 25 Apr - 11 May

Cinema Pod

BALTIMORE, 15 - 20 May
 DENVER, 25 Apr - 12 May
 HOUSTON, 25 Apr - 5 May
 LOS ANGELES, 25 Apr - 19 May
 NEW YORK, 25 - 27 Apr
 SEATTLE, 25 Apr - 5 May

Army Adventure Van

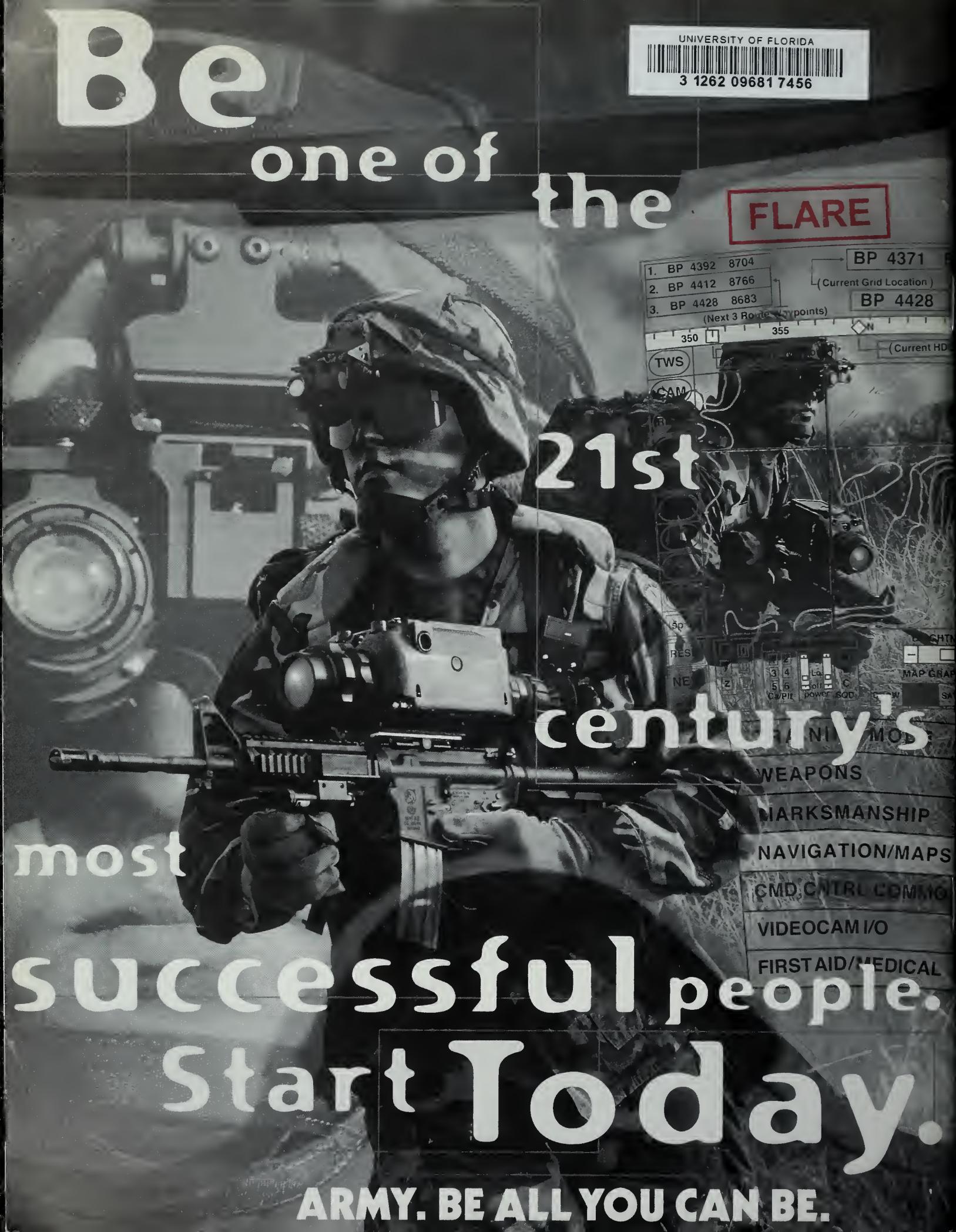
CHICAGO, 25 Apr - 5 May
 DES MOINES, 9 - 15 May
 INDIANAPOLIS, 19 - 21 May
 PHILADELPHIA, 25 - 29 Apr

This summer the Recruiting Support Command moves to Fort Knox and becomes the Recruiting Support Battalion.

A story on the recent change of command and the RSC's upcoming changes will appear in the June *Recruiter Journal*.

Answers to the Test

1. D, AR 601-210, para 4-23k (dated 28 Feb 95)
2. A, AR 601-210, para 4-20aa
3. D, AR 601-210, para 4-23h
4. D, AR 601-210, para 4-23s
5. C, AR 601-210, para 4-22j
6. B, USAREC Pam 350-7, Fig 1-1
7. A. USAREC Reg 350-6, Para 3-14
8. D, USAREC Reg 350-6, para 3-15c
9. A, USAREC Reg 350-6, para 3-10a
10. C, USAREC Reg 350-6, para 3-10
11. B, STP 21-1-SMCT, task # 071-311-2030
12. B, STP 21-1-SMCT, task # 031-503-1015
13. D, STP 21-1-SMCT, task # 071-329-1001
14. C, STP 21-1-SMCT, task # 081-831-1009
15. D. STP 21-1-SMCT, task # 071-311-2007



UNIVERSITY OF FLORIDA



3 1262 09681 7456

FLARE

1. BP 4392 8704
2. BP 4412 8766
3. BP 4428 8683
(Next 3 Route 47 points)

BP 4371

(Current Grid Location)

BP 4428

350 355

TWS

CAM

MAP GRAP

CHT

SA

MAP

GRAP

CHT

SA

MAP

GRAP

CHT

SA

MAP

GRAP

CHT

SA

MAP

GRAP

CHT

SA

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MAP

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MAP

GRAP

CHT

SA

most

successful people.

Start Today.

ARMY. BE ALL YOU CAN BE.